



County of San Diego

LAND USE AND ENVIRONMENT GROUP
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SARAH E. AGHASSI
DEPUTY CHIEF ADMINISTRATIVE OFFICER

February 28, 2014

TO: Supervisor Dianne Jacob, Chairwoman
Supervisor Bill Horn, Vice Chairman
Supervisor Greg Cox
Supervisor Dave Roberts
Supervisor Ron Roberts

FROM: Sarah E. Aghassi, Deputy Chief Administrative Officer
Land Use and Environment Group

LAND DEVELOPMENT PERFORMANCE REVIEW COMMITTEE MEMO

The Land Development Performance Review Committee (Committee) was created by resolution of the Board of Supervisors on August 8, 2012 (9). The mission of the group is to work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements.

At their February 20, 2014 meeting, the Committee voted to send the attached memo to the Board (ayes - 6, noes - none, absent - 1). The Committee also voted (ayes - 6, noes - none, absent - 1) to have Chris Brown, Chair, and Eileen Delaney, Vice Chair, pull the item when the memo is placed on the Board's agenda.

I request that the Clerk of the Board place this item on the Land Use Board Agenda as a Filed Communication on Wednesday, May 7, 2014.

The Minute Orders and Board Resolution establishing the Committee and appointing the members are attached.

If I can be of further assistance, please contact me at (619) 531-5451.

Respectfully,

SARAH E. AGHASSI
Deputy Chief Administrative Officer

Attachments: Land Development Performance Review Committee Memo to the Board with attachment
Minute Order from August 8, 2012 (9) Board Hearing
Resolution Establishing the Land Development Performance Review Committee
Minute Order from April 24, 2013 (4) Board Hearing

cc: Clerk of the Board
Mark Wardlaw, Director, Planning & Development Services
Megan Jones, Group Program Manager, Land Use and Environment Group

Land Development Performance Review Committee

Committee
Membership

February 20, 2014

Chris Brown,
Chair

Eileen Delaney,
Vice Chair

Doug Logan

Jim Piva

Ted Shaw

Paul Smith

Joe Thompson

TO: Supervisor Dianne Jacob, Chairwoman
Supervisor Bill Horn, Vice Chairman
Supervisor Greg Cox
Supervisor Dave Roberts
Supervisor Ron Roberts

FROM: Chris Brown, Chair
Land Development Performance Review Committee

LAND DEVELOPMENT PERFORMANCE REVIEW COMMITTEE: SUMMARY OF ACTIONS

On April 24, 2013, your Board appointed the membership of the Land Development Performance Review Committee (Committee). Based on the resolution creating the Committee, the mission of the group is to work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements. This memo contains: 1) a summary of the Committee meetings over the past eight months; 2) a list of the performance measures the Committee worked with staff to develop; and 3) a request for clarification of the Committee's mission and purpose.

Since the Committee's first meeting on June 20, 2013, we have met a total of seven times. Our seven members represent the building industry, property owners, land use consultants, community planning and sponsor group members, engineers, and the environmental community. We each had varying levels of experiences and familiarity with Planning & Development Services (PDS), and we recognized the need to spend a few meetings learning more about the department, its process and work efforts in order to create a uniform foundation for all members that would assist the Committee in working with staff to develop meaningful performance measures.

Summary of Land Development Performance Review Committee Meetings

At the June 20, 2013 meeting, PDS Director, Mark Wardlaw, and Assistant Director, Darren Gretler, provided a detailed overview of the Mission, Vision and Values of PDS. The Committee also elected the Chair and Vice Chair, myself and Eileen Delaney.

At the July 18, 2013 meeting, the Committee received training on the Brown Act, discussed a framework for the first few Committee meetings and received a presentation on the status of the Board-directed items from the Red Tape Reduction Task Force Report. The presentation was continued to the next meeting.

At the August 15, 2013 meeting, the Committee received a tour of the PDS facilities on the 1st and 3rd floors of the 5510 Building at the County Operations Center. Staff finished providing the status of the Board-directed items from the Red Tape Reduction Task Force. Staff also provided the Committee a presentation on PDS's Performance Improvement Projects which included recently completed, current and future projects.

At the September 19, 2013 meeting, staff presented detailed workflows of three types of permits (Discretionary Projects, Final Maps and Building Permits). The Committee found the details of these workflows helpful in understanding the process.

At the November 14, 2013 meeting, the Committee and staff had a discussion about performances measures. We discussed what was important to consider when developing performances measures (time, cost, quality and productivity), what the current PDS approach to performances measures had been, what the future approach could look like, including specific examples. Staff committed to bring specific, draft performance measures back to the next meeting. It was at this meeting that the Committee asked for further clarification from PDS Management on the mission and purpose of the Committee.

At the January 16, 2014 meeting, Mark Wardlaw provided further clarification of his view of the Committee's mission and purpose based on the mission written in the Board Resolution creating the Committee. However, the Committee would like to request a clarification on the mission and purpose from the Board which will be discussed later in this memo. Staff, after receiving feedback over the past several meetings and working with internal and external stakeholders, returned to the Committee to receive input on draft Performance Measures for the Permit Center and Project Specific Goals. The Committee reviewed each measure, provided feedback, suggested specific edits and changes have since been made to the performances measures based on the Committee's input.

At the February 20, 2014 meeting, the Committee worked with staff to finalize this memo. After discussion and edits, Vice Chair Delaney moved to support the memo, and Mr. Logan seconded the item. The motion was supported by the six present members, Mr. Smith was not in attendance.

Performance Measures

At the January 16, 2014 meeting, the Committee provided feedback on draft Performance Measures for the Permit Center and Project Specific Goals, and staff incorporated the Committee's recommended changes. Each Performance Measure includes the current length of time, as well as the target. The Performance Measures that include the recommended edits from the Committee are attached to this memo.

This summer, staff will report the six month data (January – June) towards this first phase of performances measures, analysis, and any refinement or improvement of these performance measures. Staff will also present the Committee with draft Performances Measures associated with Discretionary Permit Time Standards at this meeting.

Request for Clarification of Committee's Mission and Purpose

There appears to be a disconnect between what staff believes our role is, what the Committee believes our role is, and what the Committee believes the Board of Supervisors intended our role to be.

Therefore, we need clarification. What was the Board's intent for the operation and/or function of the Committee? Is our role to work solely on performance metrics?

Sincerely,


Chris Brown
Chair

Attachment: Draft Performance Measures for Permit Center and Project Specific Goals

cc: Land Development Performance Review Committee Members
Sarah Aghassi, Deputy Chief Administrative Officer, Land Use and Environment Group (LUEG)
Mark Wardlaw, Director, Planning & Development Services (PDS)
Clay Westling, Deputy Director, PDS
Vince Nicoletti, Chief, PDS
Megan Jones, Group Program Manager, LUEG

PLANNING & DEVELOPMENT SERVICES
Draft Performance Measures

Permit Center Time Standards	Current¹	Target
Average counter wait time at the Permit Center ²	45 minutes	20 minutes
Longest single daily counter wait time at the Permit Center	5 hours	90 minutes
Average counter transaction time for residential ³ building permits	50 minutes	30 minutes
Average counter transaction time for commercial building permits	65 minutes	40 minutes
Average turn-a-round time for first review of residential building plan review	20 work days	15 work days
Average turn-a-round time for first review of commercial building plan review	30 work days	20 work days
Average phone hold time at the Permit Center	10 minutes	10 minutes
Submittals at the LD Counter delivered to appropriate reviewer in 1 business day	70% ⁴	95%
Maximum average lead time to obtain a plan submittal appointment	3 weeks	1 week

Project Specific Goals

Schedule

Complete 85% of discretionary and final map projects that start after January 1, 2014, within the agreed upon⁵ overall project schedule

Complete 85% of discretionary and final map project phases⁶ that start after January 1, 2014, within the agreed upon project schedule

Complete 85% of project tasks within the assigned due date

Budget

Complete 85% of discretionary and final map projects that start after January 1, 2014, within the project budget

Quality

Accept 90% of technical documents for projects, within the first two iterations

Ensure zero late hits per late hit policy

Achieve 85% customer satisfaction survey results of good or excellent

* Target time standards can be achieved provided all submitted work is complete/accurate and schedule deadlines are met.

Footnotes:

1. Current based on average for past 6 months
2. Permit Center includes Zoning Counter, Land Development Counter, and Building Counter
3. Residential building permits include all single family dwelling units and associated accessory permits
4. Estimated, not currently tracked
5. Agreed upon schedule documented in project scoping letter
6. Project phases include Scoping, Iteration Review, Public Review, Finalize Documents, Hearing Process

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
WEDNESDAY, AUGUST 8, 2012**

MINUTE ORDER NO. 9

**SUBJECT: LAND DEVELOPMENT PERFORMANCE REVIEW COMMITTEE
CREATION (DISTRICTS: ALL)**

OVERVIEW:

On March 28, 2012 (5) and May 9, 2012 (2), the Board of Supervisors provided direction for staff to improve the land development permitting process for customers. The Board determined that an external review committee would introduce a level of certainty that the Board direction and other process improvements are fully and continuously implemented as part of an overall continuous improvement program. The mission of this committee, named the Land Development Performance Review Committee, is to work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements.

Today's request would result in the adoption of a resolution creating the Land Development Performance Review Committee. Once created, applications would be solicited and staff will return in Fall 2012 for committee appointment.

FISCAL IMPACT:

There is no fiscal impact associated with today's request to adopt a resolution creating the Land Development Performance Review Committee. Funds for the Review Committee are included in the Fiscal Year 2012-13 Operational Plan for the Department of Planning and Land Use. The funding source is the General Fund (\$4,000). There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT:

Continuously improving the land development permitting process will benefit customers, communities and the County by streamlining timelines while maintaining the goal of safe and livable communities.

RECOMMENDATION:

CHIEF ADMINISTRATIVE OFFICER

Adopt the Resolution entitled: A RESOLUTION OF THE BOARD OF SUPERVISORS ESTABLISHING THE LAND DEVELOPMENT PERFORMANCE REVIEW COMMITTEE.

ACTION:

ON MOTION of Supervisor Horn, seconded by Supervisor Slater-Price, the Board took action as recommended, on Consent, adopting Resolution No. 12-135, entitled: A RESOLUTION OF THE BOARD OF SUPERVISORS ESTABLISHING THE LAND DEVELOPMENT PERFORMANCE REVIEW COMMITTEE.

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

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State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the original entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors



By Andrew Potter
Andrew Potter, Chief Deputy

Resolution No. 12-135

Meeting Date: 8/08/12 (9)

**A RESOLUTION OF THE BOARD OF SUPERVISORS
ESTABLISHING THE LAND DEVELOPMENT PERFORMANCE REVIEW
COMMITTEE**

ON MOTION of Supervisor Horn, seconded by Supervisor Slater-Price, the following resolution is adopted:

WHEREAS, the Board of Supervisors (Board) directed the establishment of the Land Development Performance Review Committee to work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Land Development Performance Review Committee (Review Committee) is established as follows:

(a) Membership and Appointment: The Task Force shall consist of the seven members:

- One member from the building/engineering industry
- One member from the environmental community
- One member from a community planning or sponsor group in District 2 nominated by that district's Supervisor
- One member from a community planning or sponsor group in District 5 nominated by that district's Supervisor
- Three members shall be recommended from a list of at least six interested individuals compiled by the Land Use and Environment Group Deputy Chief Administrative Officer who are one or more of the following:
 - i. A property owner of unincorporated land
 - ii. A developer of unincorporated land
 - iii. A planning and/or land use consultant (or technical expert in a related field) with experience working on projects in the unincorporated area as well as other land use jurisdictions

(b) Terms: The two community planning/sponsor group Review Committee members nominated by Board members shall serve a term which shall run concurrently with the term of the nominating Board member. Other Review Committee members shall serve a term of four (4) years. However, all Review Committee members shall continue to hold office until his or her successor has been appointed.

(c) Mission Statement: To work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements.

(d) Meetings: The Review Committee shall have public meetings, a minimum of twice a year, that are held and noticed in accordance with the Ralph M. Brown Act (Government Code section 54950 et seq.). Agenda notices shall be posted 72 hours prior to a regular meeting. Agenda notices shall be sent to interested parties who have provided a written request for notice to the Land Use and Environment Group Deputy Chief Administrative Officer. The Review Committee shall conduct its meetings in accordance with Rosenberg's Rules of Order.

(e) Officers: The Review Committee shall select a Chairperson and Vice-Chairperson. The Chairperson shall preside over its meetings. In the absence of the Chairperson, the Vice-Chairperson shall preside.

(f) Quorum: Four members of the Review Committee shall constitute a quorum. The Review Committee shall act by a vote of at least four of its members.

(g) Policies and Procedures: The conduct and operation of the Review Committee shall be governed by this Resolution and the policies and procedures in Section E of Board of Supervisors Policy A-74, except that the requirement at Section E.6. for the preparation of By-laws shall be waived.

(h) Staff Assistance: The CAO shall provide administrative staff assistance to the Review Committee.

(i) Memos to the Board: The Review Committee will provide bi-annual reports to the Board as "Communications Received" items

(j) Compensation: Members of the Review Committee shall serve without compensation. Members shall be reimbursed for expenses incurred in performing their duties, including reasonable travel expenses to and from Committee meetings in accordance with the San Diego County Administrative Code Section 484.

(k) Sunset: This Review Committee will re-evaluated five (5) years from the date of this resolution to revisit if the Review Committee is still warranted.

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PASSED AND ADOPTED by the Board of Supervisors, County of San Diego, State of California, on this 8th day of August, 2012, by the following vote:

AYES: Cox, Jacob, Slater-Price, Roberts, Horn

STATE OF CALIFORNIA)
County of San Diego)^{SS}

I hereby certify that the foregoing is a full, true and correct copy of the Original Resolution entered in the Minutes of the San Diego County Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By: Catherine Santos
Catherine Santos, Deputy



Resolution No. 12-135
Meeting date: 8/08/12 (9)

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
WEDNESDAY, APRIL 24, 2013**

MINUTE ORDER NO. 4

**SUBJECT: APPOINTMENTS TO THE LAND DEVELOPMENT PERFORMANCE
REVIEW COMMITTEE (DISTRICTS: ALL)**

OVERVIEW:

On March 28, 2012 (5) and May 9, 2012 (2), the Board of Supervisors provided direction for staff to improve the land development permitting process for customers. The Board determined that an external review committee would introduce a level of certainty that the Board direction and other process improvements are fully and continuously implemented as part of an overall continuous improvement program. The mission of this committee, named the Land Development Performance Review Committee, is to work with County staff to develop meaningful performance measures that capture project timelines and costs to demonstrate efficiencies gained over time through process improvements.

On August 8, 2012 (9), the Board adopted a resolution establishing the Land Development Performance Review Committee and today is asked to seat the seven members.

FISCAL IMPACT:

There is no fiscal impact associated with today's request to adopt a resolution creating the Land Development Performance Review Committee. Funds for the Review Committee are included in the Fiscal Year 2012-13 Operational Plan for the Department of Planning and Development Services. The funding source is the General Fund (\$4,000). There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT:

Continuously improving the land development permitting process will benefit customers, communities and the County by streamlining timelines while maintaining the goal of safe and livable communities

RECOMMENDATION:

VICE-CHAIRWOMAN DIANNE JACOB

Appoint Jim Piva to the District 2 Community Planning/Sponsor Group Seat on the Land Development Performance Review Committee until January 2, 2017.

SUPERVISOR BILL HORN

Appoint Eileen Delaney to the District 5 Community Planning/Sponsor Group Seat on the Land Development Performance Review Committee until January 5, 2015.

CHIEF ADMINISTRATIVE OFFICER

Appoint Ted Shaw to the Building Industry Seat on the Land Development Performance Review Committee for a four-year term commencing on the date of this action.

Appoint Joe Thompson to the Environmental Community Seat on the Land Development Performance Review Committee for a four-year term commencing on the date of this action.

Appoint Chris Brown to one of the three seats to be held by either an unincorporated property owner, unincorporated developer or land use consultant with experience in the unincorporated area on the Land Development Performance Review Committee for a four-year term commencing on the date of this action.

Appoint Doug Logan to one of the three seats to be held by either an unincorporated property owner, unincorporated developer or land use consultant with experience in the unincorporated area on the Land Development Performance Review Committee for a four-year term commencing on the date of this action.

Appoint Paul Smith to one of the three seats to be held by either an unincorporated property owner, unincorporated developer or land use consultant with experience in the unincorporated area on the Land Development Performance Review Committee for a four-year term commencing on the date of this action.

ACTION:

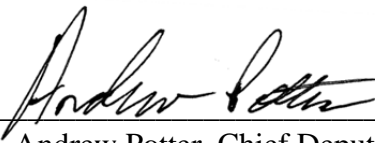
ON MOTION of Supervisor R. Roberts, seconded by Supervisor D. Roberts, the Board took action as recommended, on Consent.

AYES: Cox, Jacob, D. Roberts, R. Roberts, Horn

State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the original entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By 
Andrew Potter, Chief Deputy

